

Executive Registry

175-1876/5

1 MAY 1975

MEMORANDUM FOR: Director of Central Intelligence

SUBJECT : "No Surprises"

REFERENCE : Your memo, same subject, 16 April 1975

Over the course of the last two years, the Directorate of Operations has wrung out every "surprise" that is in our files or in the memory of our personnel. We have responded to urgent pleas to come forward with any such information. Since the first of the year, in connection with the Rockefeller Commission and the Congressional reviews of our activities, we have used a group of our senior officers - Deputy Division Chiefs - to again review everything that might have been in the line of questionable activities. As a result of this process, I can only say that the Directorate has been reminded time and time again of the need to come forward with any questionable activities and has complied. I know of no matters of a "surprise" nature in the Directorate of which you are not already aware. I cannot guarantee, obviously, that there is no "surprise" anywhere which is hidden from all the efforts we have made to unearth it. All I can say is that we have made every effort to do so that we can conceive.

William E. Nelson  
Deputy Director for Operations

cc: DDCI

16 April 1977

REF

MEMORANDUM FOR: Deputy Director for Science and Technology  
Deputy Director for Intelligence  
Deputy Director for Operations  
Deputy Director for Administration  
Deputy to the DCI for the Intelligence Community  
Deputy to the DCI for National Intelligence Officers  
General Counsel  
Inspector General  
Legislative Counsel  
Comptroller  
Administrative Officer, O/DCI

SUBJECT : "No surprises"

1. It was a great shock for me to be informed by a previous Director that he had recently learned of certain activities of this Agency prior to his Directorship but which continued during it. The shock was compounded by the statement that the decision not to inform him had been a conscious one.

2. Such a situation is totally intolerable. It casts the gravest doubts on the integrity of the Agency, its discipline and the possibility of maintaining this important service to our country.

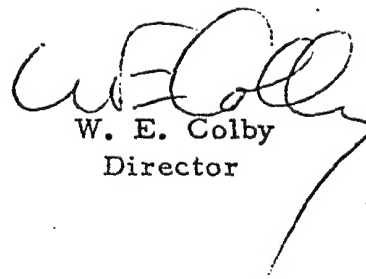
3. I cannot believe that such a situation exists at this time, nor that it would be countenanced by any of my colleagues in the Agency today. Further, I believe our mechanisms today are such as to eliminate any such possibility. The full authority of the Inspector General to investigate any matter in the Agency, the yearly reminder to all employees of their duty to raise with me or the Inspector General any matters which in their opinion might be questionable, the functioning of the Management Advisory Group at the Agency and the Directorate levels, the intensive effort made by all of us to keep direct contact with the working levels of the Agency, the interchange which exists in the Management Committee, the exchange of experiences

*DCI does not  
want this  
distributed*

through the Midcareer, Senior Seminar and similar courses, and the confidence I have in the integrity and discipline in the command structure here, all convince me that such an event is not possible today.

4. To reinforce the above, however, and to make our policies on this completely clear, I am establishing as Agency doctrine the management style of "no surprises." I have undertaken the commitment that the authorized supervisory bodies over me have "no surprises" with respect to CIA's activities. These include the National Security Council, the President's Foreign Intelligence Advisory Board, and the appropriate oversight committees of the Congress. In order to implement this commitment, I insist on a corresponding policy within the Agency, i.e., that it is the obligation of my subordinates and, below them, their subordinates, to raise with me every matter of which I should be informed so that I have "no surprises" if something comes to my attention independently. This policy can be conducted within the limits of classification and compartmentation necessary to our sensitive material. It can also be conducted by describing matters in summary rather than in detail when the detail is not essential or would be impossible to absorb in raw form.

5. As indicated above, I believe that there are "no surprises" to me existing in the Agency at this time. I do request each of you, however, to review this matter and to reassure me that this is in fact the case or bring to my attention any matters which may have been left out inadvertently due to the press of time and other business. I would expect to hear from each of you orally or in writing by 1 May 1975.

  
W. E. Colby  
Director

cc: DDCI

Basic

75-1876

16 April 1975

MEMORANDUM FOR: ✓ Deputy Director for Science and Technology  
✓ Deputy Director for Intelligence  
✓ Deputy Director for Operations  
✓ Deputy Director for Administration  
✓ Deputy to the DCI for the Intelligence Community  
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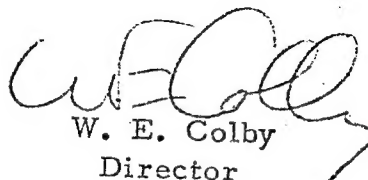
ADMINISTRATIVE—INTERNAL USE ONLY

- 2 -

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W. E. Colby  
Director

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MEMORANDUM FOR:


The Director

Executive Registry

75-1876/4

I have discussed with the heads of all components in this Directorate your concern that there be "no surprises" regarding CIA's activities, as outlined in your memorandum of 16 April.

I am as confident as one can be in these matters that any and all cases of a questionable nature involving this Directorate and the people in it have already been reported fully to you.

  
Ed Proctor

1 May 1975  
(DATE)